



Randwick Campus Redevelopment Communications and Engagement Consultation Report

July 2018

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1. Executive Summary

This Communications and Engagement Consultation Report has been prepared in accordance with the Secretary's Environmental Assessment Requirements (SEARs) issued under cover of letter from the Secretary of the Department dated 12 March, 2018. The SEARs were issued to guide the preparation of the Environmental Impact Statement (EIS) to accompany State Significant Development (SSD 9113) for the Randwick Campus Redevelopment Stage 1. Health Infrastructure (HI) has a strong commitment to public consultation and engagement across all stages of the project and all levels and agencies of government. This is evident in the 'consultation' that forms part of the SEARs requirement that, during preparation of the EIS, HI consults with a wide range of entities

The NSW Government has committed \$720m for the Randwick Campus Redevelopment which includes a new Acute Services Building for the Prince of Wales Hospital and the expansion of the Randwick Health and Education Precinct. The redevelopment will transform health services for the Randwick community.

HI has been and is working closely with South Eastern Sydney Local Health District (SESLHD), Sydney Children's Hospitals Network (SCHN), UNSW and other Randwick Hospitals' Campus partners in leading the strategy, coordination and delivery of engagement which covers areas of planning, design, property acquisition and the commencement of construction planning. In planning for construction and the end state design, Health Infrastructure has been working closely with Government and Government agencies including Randwick City Council, Roads and Maritime Services, Transport for NSW (including Sydney Buses, Sydney Coordination Office and CBD and South East Light Rail) to inform this proposal.

Engaging and partnering with consumers and community remains a core objective in planning for the Randwick Campus Redevelopment so that we deliver a new hospital that responds to the needs of patients, carers, families and the community.

A specific communications and engagement plan has been developed for each area/phase of the project, to ensure the specific needs of impacted or interested parties are appropriately addressed.

Health Infrastructure's guiding communications and engagement principles for capital projects have been used to build the Communications and Stakeholder Engagement Strategy for the Randwick Campus Redevelopment. They include proactive stakeholder engagement, transparent communications, coordinated and accessible information and collaboration.

The Randwick Campus Redevelopment project team has undertaken a wide range of activities to engage with the large and complex stakeholder groups including:

- Regular clinical and staff consultations to design the future models of care and the design of the new Acute Services Building, this has included workshops, staff forums, information pop ups, newsletters and user group meetings
- The establishment of a Consumer and Community Advisory Committee and inclusion of consumers and community members in the design of the Acute Services Building and consultation programs
- Conversations with Aboriginal community members and groups, in particular the La Perouse Local Aboriginal Land Council
- Delivering opportunities for Culturally and Linguistically Diverse (CALD) communities to access project information through translation services
- Workshops with education institutions, clinicians, designers, consumers and community to inform project planning
- Regular and informative door knocks with immediate neighbours, property owners, residents and businesses
- Briefings with community based stakeholders including local schools and the Randwick City Council's Precinct Committee
- Regular reporting and consultation through the Project governance structure for decision making and endorsement of key project deliverables
- Consultation with the Randwick City Council at all levels

- Consultation with a wide range of government and statutory bodies, including those outlined in the SEARs as priority stakeholders
- Extensive engagement with Transport for NSW and CBD and South East Light Rail during the planning phase facilitated through a number of forums

2. Project context

The Randwick Hospitals' Campus is home to a cluster of leading health, education and research partners including the SESLHD incorporating Prince of Wales Hospital (POWH), the Royal Hospital for Women and Eastern Suburbs Mental Health Service, Sydney Children's Hospital, Randwick Network and UNSW.

The Randwick campus is identified as the Randwick "Health and Education Precinct" and "Collaboration Area" in the Greater Sydney Commission's Greater Sydney Regional Plan (2018) and the Eastern City District Plan (2018), respectively. Through these strategic documents, the Greater Sydney Commission is seeking to increase and maximise opportunities in economic activity and jobs, specifically striving for an increase of 19% in economic activity and an additional 12,000 new jobs in health and education services.

The Randwick Campus Redevelopment (the Project) is a catalyst to realise the strategic objectives of the Greater Sydney Commission for Randwick. The Project is guided by the vision of the Randwick Health Collaboration Agreement to be globally renowned for excellence in health, teaching, education and delivering the highest standard of care to patients in world class facilities.

The Project was previously identified in several key SESLHD strategic documents, including the Asset Strategic Plan 2012-2017, the Healthcare Services Plan 2012-2017 and the 10-year Capital Investment Strategic Plan, before the NSW Government committed \$500 million to the Project in March 2015.

In June 2017, an additional \$220m was announced in the NSW State Budget, resulting in a total funding commitment of \$720m for the Project. This announcement confirmed the NSW Government's commitment to expand the existing campus to the west, as the best way to integrate health, research and education partners and deliver high-quality co-located clinical services to grow Randwick as a centre for medical and academic excellence.

The new Acute Services Building, opening in 2022, will provide a range of innovations and improvements that will greatly benefit patients, staff and the community, and will support comprehensive approaches to improving population health. It will include:

- A new adult Emergency Department
- An expanded Psychiatric Emergency Care Centre (PECC), adjacent to the Emergency Department
- An expanded Intensive Care Unit
- Ten inpatient units (IPUs) that will replace ageing infrastructure with contemporary facilities to support new models of care
- New operating theatres for the Randwick Hospitals' Campus
- An expanded Central Sterilising Service Department
- A Medical Assessment Unit, including a state-of-the-art Virtual Care Centre, providing for rapid assessment of patients directly referred from the community
- A new helipad to support all campus partners
- Education and research spaces that will support collaborative clinical research and innovation

3. Engaging project stakeholders

The Communications and Stakeholder Engagement Strategy for the Randwick Campus Redevelopment has been developed in line with Health Infrastructure's guiding principles for capital projects, which are:

- **Proactive stakeholder engagement** – identification and engagement of stakeholders from the outset of the project to ensure everyone is informed throughout the project
- **Proactive and transparent communications** – direct contact with targeted stakeholders to build trusted relationships prior to any works commencing
- **Coordinated information** – information is accessible to all impacted stakeholders as required in accordance with the agreed communication delivery dates
- **Collaboration** – internal collaboration is encouraged for all members involved in the delivery of the project to ensure a unified approach

4. Engagement approach

Early, coordinated, proactive and transparent communications and consultation is the focus for this project. Engaging with and forming partnerships with consumers and the community remains a core communication objective in planning for the Randwick Campus Redevelopment, so that we can deliver a new hospital that responds to the needs of patients, carers, families and the community.

This approach aims to deliver a successful outcome by minimising risk and building upon a high level of project awareness. Table 1.0 below describes the communication and consultation outcomes and objectives, in general terms by project phase.

Table 1.0 Key objectives for each of the main project phases.

PROJECT PHASE	OBJECTIVE	KPI
Planning	Create awareness of the project and communicate the need for the project	Media coverage incorporating key information Build stakeholder awareness Considered and demonstrated changes to design based on community and consumer engagement
	Build stakeholder and community relationships through engagement and consultation	Feedback on the project Stakeholder and community participation in community forums and user groups
Detailed Planning	Anticipate and respond to potential issues or concerns transparently	Early identification of issues or concerns and quick resolution
	Build stakeholder and community relationships through engagement and consultation	Stakeholders including consumers and staff are actively participating in project development
Construction	Accurate and timely communication, tailored to the needs of each stakeholder and the community	Early identification of issues and concerns Issues managed promptly and with maximum transparency Project information understood
	Support project awareness	Consistent enhanced reputation of all project partners across the life of the project Project announcements at relevant milestones
Commissioning and opening	Communicate information about the benefits to community Consistent enhanced reputation of all project partners across the life of the Precinct	Project announcements via media, social media and other channels

5. Stakeholders

Ongoing identification and analysis of stakeholders is critical to determine the timing of communication, appropriate levels of engagement and channels for communication.

Due to the complex stakeholder environment, strategic stakeholder engagement is critical to the success of the project. In communicating and engaging with stakeholders, the Randwick Campus Redevelopment project team aims to ensure:

- Stakeholders are aware of the project
- Stakeholders understand how the redevelopment project could/will affect and/or benefit them
- Stakeholders understand how they can find out about the project and provide feedback
- Stakeholders help to shape the new hospital design and service delivery, where appropriate
- Stakeholders feel listened to and understand how their feedback has been used
- Project team stakeholders are empowered with a sound understanding of all stakeholders and work collaboratively to ensure their needs are addressed through each phases of the project

Figure1.0 Example of project stakeholders



Table 2.0 Stakeholders – Area of Interest – Communication Objective – Method of Engagement

STAKEHOLDER GROUP	AREA OF INTEREST	COMMUNICATION OBJECTIVE	TYPICAL METHODS OF ENGAGEMENT UNDERTAKEN TO DATE
Hospital - Prince of Wales Hospital Executive, staff, patients, suppliers, visitors, unions, volunteers	All aspects	Build project awareness Show staff they are valued partners Ensure accurate and timely information to staff and other stakeholders, including regular updates, pop-up stalls and briefings where required Highlight to these groups the need for a redeveloped hospital	Project Governance Clinical Council meetings, Rounds Communications materials – newsletters, intranet, noticeboard, email Innovation – 3D visualisation and virtual reality Social media
Randwick Health and Education Precinct Executives (UNSW, HI, SESLHD, SCHN)	All aspects	Involved in project Governance Actively participate in the strategic development of the project Project and Precinct Champions, representing the vision and engaging other stakeholders to participate in the project	Project and Precinct Governance Briefings – formal and informal Collaboration workshops Email
Randwick Hospitals' Campus - Royal Hospital for Women, Sydney Children's Hospital, Randwick, Prince of Wales Hospital, Prince of Wales Private Hospital, Eastern Suburbs Mental Health Service, and other health and research institutions	All aspects	Build project awareness Show staff they are valued partners Ensure accurate and timely information to staff and other stakeholders, including regular updates Highlight the benefits to these groups of the future campus including upgraded clinical core	Project Governance Briefings - Staff Forums, Project User Groups (PUGs), Rounds Communications materials – newsletters, intranet, noticeboard, email Social media Pop ups

STAKEHOLDER GROUP	AREA OF INTEREST	COMMUNICATION OBJECTIVE	TYPICAL METHODS OF ENGAGEMENT UNDERTAKEN TO DATE
University of New South Wales – executives, other staff, students of UNSW	Planning / acquisition / all aspects as required	Build project awareness Ensure accurate and timely information, including regular updates and briefings Highlight future educational benefits and opportunities Work closely with property manager over university-owned properties being acquired	Precinct Governance Briefings – formal and informal Communications materials – email, precinct announcement communique
Randwick City Council – General Manager, planning, traffic and engineering staff, Communication Manager, Councillors of Randwick Council	Planning components/ acquisition	Build project awareness Ensure accurate and timely information, especially around the planning process Be available for briefings as required Collaborate during planning to ensure feedback, technical requirements are adequately considered in building design and construction staging	Formal and informal briefings, letters
Precinct (other) – Transport for NSW CBD and South East Light Rail, Australian Turf Club, local schools	Precinct development	Build project awareness Collaborative approach to planning and vision Regular meetings, focused on interface issues and to ensure CSELR team understands NSWHL requirements during both projects’ construction and end-state	Project and Precinct Governance Briefings PUGs Briefings – formal and information Communications materials – newsletters, email

STAKEHOLDER GROUP	AREA OF INTEREST	COMMUNICATION OBJECTIVE	TYPICAL METHODS OF ENGAGEMENT UNDERTAKEN TO DATE
NSW Government (Ministry of Health and Agencies)	Planning approvals pathway (ISEPP, Rezoning and/or SSD) Precinct development Funding	Collaborative approach to planning and vision Collaborate during planning to ensure feedback, technical requirements are adequately considered in building design and construction staging	Regular briefings – formal
Consumers – Members of the community, actively participating in planning for the Redevelopment in a ‘Co-design’ partnership with the project team	Planning – all aspects	Build project awareness Demonstrate to the Consumer Working Group they are valued project members Involve Consumers in designing public facing communications, where appropriate Engage Consumers to participate within the project Governance structure	Active participation in project governance and Consumer Working Groups Website, phone and email Briefings – formal and informal
Indigenous community Bidjigal People La Perouse Local Aboriginal Land Council Aboriginal Groups	Planning and delivery	Engage in design, project planning and other consultation opportunities Build a long-term collaborative partnership for the Precinct Partnerships in project planning such as within the Consumer Working Group Partnerships in delivery opportunities such as employment, public art	Briefings – formal and informal Workshops

STAKEHOLDER GROUP	AREA OF INTEREST	COMMUNICATION OBJECTIVE	TYPICAL METHODS OF ENGAGEMENT UNDERTAKEN TO DATE
Community – owners of properties being acquired	Acquisition	Personalised one-on-one care Personal Manager Acquisitions (PMA) understands and supports each party's personal needs Personal manager is always available, is always honest and is always transparent and working closely with Transaction Managers	Regular direct contact with designated PMA Briefings – formal Support with relocation Letters Email and phone Website
Community - neighboring residents to acquisition zone	All aspects as required, especially project planning and design	Build project awareness, keep regularly informed about project development Regular contact to discuss project developments Provide digital content and newsletters targeted at items of interest for those living, working, doing business near the hospital campus	Place Manager to perform regular consultation by door knock as project information becomes available with immediate neighbours Construction impact notifications Regular community updates Website, phone and email Drop in sessions Social media
Community – commercial, business	All aspects as required	Build project awareness support and keep informed about consultation opportunities Regular contact to discuss project developments	Construction impact notifications Regular community updates Website, phone and email Drop in sessions Business Chamber briefings
Community – wider community	All aspects as required	Provide engaging and informative digital media content that promotes accurate information and reiterates project need	Regular community updates Website, phone and email Drop in sessions Social media Surveys

6. Summary of stakeholder engagement and consultation activities

The Randwick Campus Redevelopment project team has undertaken a wide range of activities to engage with the large and complex stakeholder groups outlined in Table 3.0 below.

Table 3.0 Stakeholder consultation and engagement activities (Phase one – phase three)

Activity	Responsibility	Indicative timeframe	Stakeholder group
PLANNING PHASE ONE Building a Precinct Collaboration Agreement, Preliminary Business Case preparation, forming stakeholder relationships and partnerships Communication objectives: • Develop a high level framework to guide shared communications principles • Develop a single narrative that responds to objectives Precinct partners • Conduct stakeholder analysis to inform communications objectives			
Clinical Council Meetings - POWH - RHW - ESMHS - SCHN	SESLHD	November 2016	Campus partners
Concept Design Executive User Groups	SESLHD	November 2016 – January 2017	Medical and Nursing Directors for specialty areas Campus Partners for shared services
Collaborative Framework signed by SESLHD, SCHN and UNSW	Precinct	Late November 2016	Precinct partners
Update of the Communications Framework	Precinct	December 2016	Project
Finalise framework/vision for the precinct	Precinct	Late November 2016	Precinct partners
Schematic Design Project User Groups	Project	April 2017 – February 2018	Medical, Nursing, Allied Health and Corporate Services representation from POWH and campus partners

Activity	Responsibility	Indicative timeframe	Stakeholder group
PHASE TWO - PRECINCT ANNOUNCEMENT, ENDORSEMENT OF WESTERN OPTION June 2017 Precinct announcement, endorsement of Randwick Health and Education Precinct, commencement of public engagement Communications objectives: • Develop a simple explanation for the Project and Precinct purpose • Build awareness of the need for the project • Commence property acquisition			
State budget announcement, media release	HI	20 June 2017	Government, staff and community
Roll out communications plan – property acquisition	HI	22 June 2017	Community – property acquisition, neighbouring residents, Government
Doorknock properties identified for acquisition	HI	22 June 2017 (Prior to Precinct announcement)	Community – property acquisition
Precinct announcement media event	HI	23 June 2017	Government, staff and community
Project website launch	HI	23 June 2017	All stakeholders
Media release	UNSW	23 June 2017	Government, staff and community
Campus Staff Forum	HI / POWH	23 June 2017	Campus staff
Staff email	HI / RHW / ESMHS / POWH/ SCHN /	23 June 2017	Campus staff
Liaison with property owners	HI	Ongoing	Community – acquisition
Email - Key stakeholder project introduction	Project	23 June 2017	Campus strategic partners, Government
Community Update 1	HI	23 June 2017	Community – wider community
Project Factsheet	HI	23 June 2017	All stakeholders

Activity	Responsibility	Indicative timeframe	Stakeholder group
PHASE THREE – POST-PRECINCT ANNOUNCEMENT June – December 2017 Completion of concept design and start of schematic design, preparation of Final Business Case Communications objectives: • Explain the Project and Precinct purpose • Build awareness and understanding about the project • Develop a coherent approach to communications across the Randwick Hospitals' Campus			
Clinical Council Meetings - POWH - RHW - ESMHS - SCHN	Project	July to August 2017	Campus
Key stakeholder briefings: - Randwick City Council - Department of Planning and Environment - Local MPs	HI/ Project as required	August 2017	Government
Acquisition – opening letters sent	Acquisition team	August 2017	Community – property acquisition
Reformation of CWG, review Terms of Reference	Project	31 August 2017	Campus
Consumer working group – print advertising and online via Health Consumers NSW	SES LHD	August to September 2017	Community – wider community
La Perouse Aboriginal Health Link Meeting	SESLHD	September 2017 – ongoing Quarterly	POWH Clinicians Aboriginal Community South Eastern Sydney Local Health District representatives
Randwick City Council GM Briefing	HI	September 2017	Government – local
Physician's Futures Planning Sessions	Project (SESLHD)	October 2017 3 x monthly	Representatives from medical specialties
POWH 'Open' Focus Groups - Horizon Scanning Workshops	Project (SESLHD)	August 2017	Campus staff, students and volunteers

Activity	Responsibility	Indicative timeframe	Stakeholder group
Surgical Futures Planning Sessions	Project (SESLHD)	September 2017 3 x monthly	Representatives from surgical specialties
Property acquisition owner, resident forum	HI	October 2017	Community – property acquisition
Quarterly Update 2	HI	November 2017	Community – wider community
Staff survey	LHD	October to November 2017	Community – wider community, Randwick Hospitals' Campus Consumers
Staff information packs	HI/LHD	December 2017	Staff and consumers
Transition works Media announcement Collateral - Website - Intranet - Fact sheets - Signage - Social media Staff briefings - ED - Health Information - Eastern Suburbs Mental Health - ICU	Project team	September - November 2017 Announcement mid – November 2017	POWH, Randwick Hospitals' Campus
Staff survey via print and Survey Monkey POWH ESMHS RHW SCHN UNSW	Precinct partners	September to November 2017	Campus
Clinical Council Meetings - POWH - RHW - ESMHS - SCHN	Project	October 2017	Campus

Activity	Responsibility	Indicative timeframe	Stakeholder group
Consultation regarding transport has been extensive during the planning. Consultation is facilitated through the following forums: Monthly interface meetings attended by TfNSW, CBD and South East Light Rail (CSELR), Sydney Coordination Office (SCO) and Randwick Campus Redevelopment to discuss CSELR and RCR project interface matters. Fortnightly CSELR and Randwick Hospitals' Campus interface meeting attended by TfNSW, CSELR and Randwick Campus Redevelopment to discuss construction management.	Project	Ongoing	Government
Consumer Engagement First meeting with Consumers that responded to advertising, formally expressed interest to participate	Project	mid-October 2017	Consumers
Community information hub	Project (Place Manager)	November 2017	Community – wider community, Randwick Hospitals' Campus Consumers
Government briefings - Local MPs - Ministry Of Health - Department of Planning and Environment - Randwick City Council - Air Ambulance - NSW Ambulance - Civil Aviation Safety Authority - Sydney Buses - Sydney Water - Ausgrid - Sydney Coordination Office - Transport for NSW - City South East Light Rail - RMS	HI	Ongoing	Government – local and state, agencies

Activity	Responsibility	Indicative timeframe	Stakeholder group
PLANNING PHASE THREE December 2017 - present Schematic Design, submission of Final Business Case, commencement of Detailed Design, statutory planning Communication objectives: • Randwick Hospitals' Campus Staff are engaged and positive about the planning process and know how to raise issues and provide feedback. • The community are aware of the project and consumers are actively involved in planning the project.			
Milestone: Transition works commence	Project	November to December 2017	Government, Staff and Community
Consumer Engagement Regular fortnightly meetings	Project (SESLHD)	November - ongoing	Consumers, project (Co-design)
Clinical Council Meetings - POWH - RHW - ESMHS - SCHN	Project	December 2017	Campus
Property acquisition owner, resident forum	Project	January 2018	Property acquisition
Introductory emails to local school principals and P&C groups, offer for briefings	Project	February – March 2018	Community groups School groups
Briefing to Randwick City Council Randwick Precinct Community Committee	Project	February 2018	Community
Clinical Council Meetings - POWH - RHW - ESMHS - SCHN	Project	February 2018	Campus
Wayfinding Workshop	Project	February 2018	Consumers and Community Representatives Campus Partners
Identify project, PUG, consumer champions for pro-active media and staff engagement	Project	March 2018	Media and campus staff

Activity	Responsibility	Indicative timeframe	Stakeholder group
Government briefings - Local MPs - Ministry Of Health - Department of Planning and Environment - Randwick City Council - Air Ambulance - NSW Ambulance - Civil Aviation Safety Authority - Sydney Buses - Sydney Water - Ausgrid - Sydney Coordination Office - Transport for NSW - City South East Light Rail - RMS - NSW Police	HI	Ongoing	Government – local and state, agencies
Consultation regarding transport has been extensive during the planning. Consultation is facilitated through the following forums: Monthly interface meetings attended by TfNSW, CBD and South East Light Rail (CSELR), Sydney Coordination Office (SCO) and Randwick Campus Redevelopment to discuss CSELR and RCR project interface matters. Fortnightly CSELR and Randwick Hospitals' Campus interface meeting attended by TfNSW, CSELR and Randwick Campus Redevelopment to discuss construction management.	Project	Ongoing	Government
Community and staff updates	Project	Quarterly	Community – wider community, campus staff
Updates to website at key project stages	Project	Ongoing	All stakeholders
Planning update factsheet	Project	February 2018	Local residents

Activity	Responsibility	Indicative timeframe	Stakeholder group
Resident door-knocks about planning approvals and transport and access flows/ proposals for the Acute Services Building (including opening of Magill Street to Hospital Road and signalisation of Botany Street intersection)	Project	February and again in April 2018	Local residents
Acute Services Building Planning and Design factsheet	Project	April 2018	Local residents
Construction crane management factsheet	Project	April 2018	Local residents
Change Vision Workshops	Project	April 2018 – ongoing	Campus Partners (POWH, SCH, RHW, MHS & UNSW), Senior Managers
Consumer involvement advertising: - Expression of interest posters and e-posters - Consumer survey (focus on Detailed Design) - Factsheets	Project	April 2018 - ongoing	Patients, relatives, visitors and the wider community
La Perouse Alliance Meeting	Project (SESLHD)	April 2018	Aboriginal Community
La Perouse Local Aboriginal Land Council Meeting	Project	April 2018 - ongoing	Aboriginal Community
Project profiling in staff communications: - PUG member profiles - Redevelopment team member profiles - Clinical case studies - New models of care / ways of working	Project	February 2018 – ongoing	Campus staff

Activity	Responsibility	Indicative timeframe	Stakeholder group
Resident door-knocks about transport and access flows for the Acute Services Building, covering: - opening of Magill Street to Hospital Road (with new clearway signage on the northern kerb and southern kerb adjacent 103 Botany Street) - fourway signalised intersection of Botany Street, located at entry to Hospital Square and Gate 11 UNSW - New clearway signage on the western side of Botany Street on the approach to Magill Street (adjacent 40-44 Botany Street)	Project	April 2018	Local residents
Establishment of consumer and community representative database	Project	May 2018 – ongoing	Consumers and Community
Clinical and Non-clinical Project User Groups (Detailed Design)	Project	May 2018 – ongoing	Campus staff
Project User Group (PUG) Sponsors	Project (SESLHD)	May 2018 – ongoing	PUG members and campus staff
Patient Support Group Presentation: Respiratory “Pink Panthers” Patient Group	Project (SESLHD)	May 2018	Consumers, i.e. past and present patients, their families and carers
La Perouse Aboriginal Land Council Meeting	Project	May 2018	Aboriginal Community
Launch Schematic Design fly-through and images (major metro and local media, website update, new fact sheets, letterbox drop to 11,000 households, new calling card distributed to Enquiry Desks around the Hospitals’ Campus)	Project	May 2018	Staff, local residents, community & consumers

Activity	Responsibility	Indicative timeframe	Stakeholder group
Eastern Suburbs Health Working Party (ESHWP) presentation and discussion forum	Project (SESLHD)	June 2018	Priority and vulnerable population groups, i.e. CALD community members
Consumer Survey: Face-to-face interviews at POWH outpatient department	Project (SESLHD)	June 2018 – ongoing	Consumers and community members

7. Impact of stakeholder engagement

With a strong commitment to ensuring we put the community at the centre of what we do, the Randwick Campus Redevelopment has benefited from the community and consumer input into the design and planning for the project.

Table 4.0 Changes to design of the development as a result of stakeholder engagement

Issue raised	Stakeholder Group	Forum/avenue	What changed as a result
Overshadowing from the building	Residents of Magill Street	Door knocks	The Acute Services Building was moved further to the north
Site location, relationship of new ASB to existing health services, connectivity to the Campus' clinical core	Staff, clinicians, design experts	Health and urban masterplanning	Site location, patient and public direct link bridges connecting clinical core of the Randwick Hospitals' Campus, wayfinding
Stronger involvement of the Aboriginal people in the design and planning process	Aboriginal groups, including La Perouse Local Aboriginal Land Council, La Perouse Alliance and Aboriginal Health Alliance	Face-to-face meetings	A commitment to the following as part of the planning and design: - Aboriginal community members in PUGS - Acknowledgement of traditional owners in a prominent location - Display of Aboriginal art work in prominent location - Maintain four flagpoles: Aboriginal, Torres Strait Islands, NSW and Australian flags
Response to culture and heritage	Government Architect Office NSW	Formal feedback	Consultation will be undertaken with the local Aboriginal community and the Archaeologist responsible for Aboriginal Archaeological and Culture Heritage for guidance on creating identity within context of the building.
Problems with wayfinding around the precinct	Consumer and community	Pop-ups and community survey	Held a wayfinding workshop with consumers and community members to feed into the precinct wayfinding strategy
Problems with wayfinding around the precinct	Government Architect Office NSW	Formal feedback	All pedestrian flows, including between and through UNSW, the Hospitals' Campus, transport connections and

Issue raised	Stakeholder Group	Forum/avenue	What changed as a result
			stations, will be included in the Wayfinding Strategy
Effective stormwater management to ensure the appropriate amount of overland flow and rain water is held and discharged	Randwick City Council	Face to face meetings	The stormwater design takes into consideration privately owned hospital assets that assist the overarching overland flow and stormwater management for the Randwick Campus Redevelopment to ensure non-worsening
Need to revise truck haulage routes on local road network to and from the construction site, to minimise impacts on local traffic flow and nearby residents	Randwick City Council	Face to face meetings, Formal briefing at Traffic Committee meeting	Commitment to reduce impacts on local road network, with provision for haulage route changes during peak and off-peak periods, truck volume minimisation during peak periods and use of state road network where possible, subject to road network congestion
Extent of tree removal along Botany Street and Magill Street and selection of appropriate approval pathway	Randwick City Council	Face-to-face meetings	Trees not required to be removed for access or to allow installation of in ground services will be retained on Botany Street. Trees requiring removal along Botany Street and Magill Street (within Council land) have been included in a Review of Environmental Factors following consultation with Randwick City Council
Request that the project considers the temporary retention of trees in the northern part of the site (in area of Contractor's accommodation and logistics zone) to improve amenity during construction	Randwick City Council	Face-to-face meetings	The project will endeavour to only remove trees in the northern part of the site as they are required to be removed in order to establish and maintain a safe and efficient construction site
Concerns raised regarding access, construction haulage routes, capacity to accommodate onsite and	Transport for NSW Sydney Coordination Office	Face-to-face briefings, written correspondence	Road haulage routes and truck operation hours modified in the Construction Traffic Management Plan to minimise

Issue raised	Stakeholder Group	Forum/avenue	What changed as a result
localised construction worker parking	NSW Roads and Maritime Services		impact on state road network operations. Provision of offsite parking with shuttle buses
Need to promote how consumers can get involved and provide meaningful feedback	Consumers; Patients, relatives and visitors	Information packs, calling cards, face-to-face meetings, displays	- monthly meetings with frontline staff managers (including volunteers manager) - calling cards for frontline staff to direct queries to the project team - displays near main entrances and throughout the hospital with project contact information
Concerns around travel distances within the campus	Consumers	Project user groups	Provision for resting spots in linkways
Issues around pedestrian safety on Hospital road due to increased foot traffic between the new Acute Services Building and existing campus	Consumers and community representatives	Project user groups	A commitment to make provisions for footpaths and pedestrian crossing to improve access and safety.
Concerns around appropriate cultural spaces in the existing Emergency Department	Aboriginal Community Representatives	Face-to-face meetings	Commitment to incorporating appropriate acknowledgment of local Aboriginal culture through art
The proposed of operation for tower crane (TC1) is greater than 3 months, it is not considered a short term controlled activity under the Airports (Protection of Airspace) Regulation 1996, and therefore AirServices cannot support such an extended intrusion into prescribed airspace	Civil Aviation Safety Authority, Sydney Airport Corporation Limited	Face-to-face briefings, written correspondence	The project team reevaluated the construction crane methodology to allow for a short-term controlled activity (three months or less) with the revised crane height of RL131.00
Concern raised about increased traffic/change of function of Magill Street	Project neighbours and residents	Doorknocks and project updates to project neighbours	Magill Street is not proposed to be used for construction access The satellite loading dock access was moved from Magill Street to Hospital Road and a solid wall with additional landscaping considered by the landscape concept plan

Issue raised	Stakeholder Group	Forum/avenue	What changed as a result
			Detailed design phase to further consider specific design features to manage interface